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ABSTRACT

Although interinstitutional cooperation in higher education is not new, colleges have historically functioned as independent agencies whose activities have reinforced competitiveness and separateness. Current financial conditions, board mandates, and the realization that more can be accomplished through cooperation have brought about a new wave of interinstitutional cooperation based upon a sharing of authority, power, and recognition. One of the most ambitious efforts reflecting this new wave is the Auraria Complex in Denver, in which three institutions of higher education have merged their resources, with each administering various elements of the college. Further evidence of the change in cooperative endeavors has been revealed by a recent survey of Florida community college presidents. Of the 23 colleges surveyed, 22 were engaged in some kind of cooperative effort and, of those, 16 had written agreements. Continuing and deepening this trend, which has been initiated at international, national, and local levels, will require changing the very fabric of postsecondary institutions. Important considerations for effecting this change include the following: (1) commitment must begin at the top; (2) students must come first; (3) cost effectiveness, rather than economic saving, will be the result; (4) if possible, programs should be voluntary; (5) the total impact of the arrangement on the institution should be considered; (6) agreements should be secured in writing; (7) the perception should be of a long-range project; (8) all staff, leaders, and implementors should be involved to ensure success, commitment, workability, and creativity; and (9) there should be an ultimate enrichment for students, giving them more than any singular institutional effort could. (MPH)

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JOINING IN JOINT ENDEAVORS

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OCTOBER 7-8, 1982
TAMPA, FLORIDA

"JOINING IN JOINT ENDEAVORS"

ANWAR SADAT SAID THAT "HE WHO CANNOT CHANGE THE VERY FABRIC OF HIS THOUGHT WILL NEVER BE ABLE TO CHANGE REALITY." TODAY, WE ARE GOING TO BE TALKING ABOUT FABRIC CHANGES AND HOW THEY CHANGE OUR CONCEPTS OF OUR COLLEGES. THE WHOLE SUBJECT OF COOPERATION BETWEEN COLLEGES DEMANDS THAT ALL OF US DO SOME CHANGING.

I LIKE THE STORY OF THE "CORN KINGS." THESE WERE THE GUYS, ACCORDING TO DR. KENT FIELDING, WHO WERE APPOINTED AT SEED TIME AS A SYMBOL OF HOPE--ACCORDED ALL HONOR AND GIVEN EVERYTHING IN HOPES THAT THE CORN CROP WOULD BE SUCCESSFUL. BUT HIS REIGN WAS SHORT LIVED SINCE HE WAS SACRIFICED AT HARVEST TIME IF THE CORN CROP WAS NOT DELIVERED IN FULL ABUNDANCE. AS LEADERS, SOME OF YOU IN THIS ROOM MAY KNOW WHAT IT'S LIKE TO BE A CORN KING, ESPECIALLY IF YOU HAVE EVER BEEN "SACRIFICED," HOWEVER IN GENERAL WE ARE RUNNING OUT OF CORN KINGS. IN THE FIRST PLACE, THERE ARE VERY FEW LEADERS WILLING TO BE SACRIFICED JUST FOR A FEW SHORT YEARS OF HONOR AND GLORY AND SECONDLY, WE ARE LEARNING SOMETHING ABOUT SHARING THE HONOR, GLORY AND THE SACRIFICE.

SHARING BETWEEN INSTITUTIONS COMMONLY KNOWN AS INTER-INSTITUTIONAL COOPERATION IS NOT NEW. ALMOST EVERYONE IS INVOLVED IN THE PROCESS TO A SURPRISING DEGREE. HISTORICALLY, HIGHER EDUCATIONAL INSTITUTIONS HAVE BEEN INDEPENDENT AGENCIES--ORGANIZATIONS WHICH HAVE MORE THAN ANY OTHER ESTABLISHED STRONG IDENTITIES TO MAKE THEM DISTINCT, SEPARATE AND ATTRACTIVE. WHAT OTHER ORGANIZATIONS IN OUR SOCIETY FOR INSTANCE, HAVE MOTTOS, EMBLEMS, MASCOTS, SONGS, COLORS AND SECURE REVERENCE TO THE EXTENT OF BEING REFERRED

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TO AS THE "ALMA MATER." THIS SIMPLY DOES NOT APPLY TO OTHER PUTLIC OR PRIVATE AGENCIES SUCH AS HOSPITALS, ORPHANAGES OR MENTAL INSTITUTIONS. WE HAVE PRIDED OURSELVES IN OUR INDEPENDENCE --NOWHERE HAS THE TERRITORIAL BEEN MORE "IMPERATIVE." WHAT THIS KIND OF ACTIVITY DOES IS REINFORCE COMPETITIVENESS--INDEPENDENCE-- AND SEPARATENESS.

IT IS THEREFORE A SHOCK TO THE SYSTEM--OUR SYSTEM--WHEN THE FUTURE POINTS TO SOMETHING CALLED COOPERATION WHICH REPRESENTS A DIFFERENT WAY OF LIFE. THIS IS TO SAY NOTHING OF THE FUTURE OF THE AUTHORITARIAN KING CORN AND HIS REIGN. THE NEW WAVE OF COOPERATION CALLS FOR A SHARING OF AUTHORITY, POWER, RECOGNITION AND ALL GOOD THINGS ON WHICH AUTHORITARIANS THRIVE.

WE MUST RECOGNIZE THAT WHILE WE HAVE ENJOYED OUR INDEPENDENCE AND RELATIVE AFFLUENCE IN HIGHER EDUCATION, OUR PRIVATE COLLEGE BRETHREN HAVE BEEN DOING SOME INTERESTING THINGS TO INSURE SURVIVAL, WHICH INCLUDES AN AMAZING AMOUNT OF COOPERATION. THE CLASSIC EXAMPLES OF THE CLAREMOUNT COLLEGES AND THE FIVE COLLEGES INC. --WHICH INCLUDED AMHERST, HAMPSHIRE, MOUNT HOLYOKE, SMITH COLLEGE AND THE UNIVERSITY OF MASSACHUSETTS HAVE GIVEN ALL OF US DIRECTION. HOWEVER, FINANCIAL CONDITIONS AND BOARD MANDATES HAVE ELIMINATED THE "HEALTHY VOLUNTEER COOPERATION" OFTEN ENJOYED BY PUBLIC INSTITUTIONS. DON MARTIN IN THE WINTER 81 ISSUE OF EDUCATION RECORD STATES THAT THE SUCCESS OF THE PROGRAMS OF THESE TWO CONSORTIA WAS IN ALL PROBABILITY MADE POSSIBLE BY THE FACT THAT ALL ENJOYED A LARGE MEASURE OF PRESTIGE--AND IT REMAINS FOR

RESEARCHERS ON THE SUBJECT TO DETERMINE IF INDEED COOPERATIVE EFFORTS ARE SUCCESSFUL ONLY IF THERE IS A CONSORTIA OF PEERS OR IF THE PRESTIGE OF ONE COLLEGE CAN BRUSH OFF ON ANOTHER, LESSENING OR INCREASING THE REPUTATION OF EACH OTHER DEPENDING ON THE VARIED STRENGTH OF EACH. ALSO THE QUESTION OF WHO HAS THE POWER AND MONEY SHOULD BE CONSIDERED.

THERE HAS ALWAYS BEEN SOME KIND OF INTER-INSTITUTIONAL COOPERATION AMONG OUR AMERICAN COLLEGES WHICH HAVE INCLUDED TRANSFER POLICIES, ARTICULATION AGREEMENTS, INTER-LIBRARY LOANS, FACULTY EXCHANGE, BUT FOR THE MOST PART HIGHER EDUCATION IN THE PUBLIC SECTOR HAS NOT HAD TO RELY ON OTHER COLLEGES FOR SEVERAL REASONS.

FIRST, PUBLIC INSTITUTIONS WERE GENERALLY ADEQUATELY FUNDED THROUGHOUT THE LAST 150 YEARS AND I SAY ADEQUATELY WITH ALL THE KNOWLEDGE OF SOMEONE WHO HAS WORKED IN THE FLORIDA HIGHER EDUCATION SYSTEM FOR THE LAST 26 YEARS. I DON'T FEEL WE EVER FELT IT WAS ADEQUATE BUT IN 1982 WE NOW BELIEVE IT WAS ADEQUATE! SECOND, GEOGRAPHY GENERALLY PRESENTED SOME PROBLEMS FOR CERTAIN KINDS OF EFFORTS--IT IS FAR EASIER FOR TWO OR MORE COLLEGES LOCATED IN THE SAME CITY TO ENJOY EACH OTHERS ASSETS THAN IT IS FOR INSTITUTIONS LOCATED 100 MILES AWAY AND LASTLY, THERE HAS NOT ALWAYS BEEN THE ATTITUDE AMONG BOARDS AND ADMINISTRATION TO PROMOTE COOPERATION. HIGH

COMPETITIVENESS, THE NEED FOR SEPARATE IDENTITY AND PRESERVATION OF INSTITUTIONAL DONORS DO NOT MAKE FOR ENCOURAGEMENT OF COOPERATIVE EFFORTS.

BUT THINGS ARE CHANGING. WE HAVE SEEN THE RAPID INCREASE IN COOPERATION BETWEEN INSTITUTIONS AS DEMONSTRATED IN THE ROOM TODAY. THERE IS NOT AN INSTITUTION REPRESENTED HERE TODAY THAT DOES NOT HAVE SOME AGREEMENT WITH ANOTHER HIGHER EDUCATIONAL INSTITUTION. THIS HAS COME ABOUT BECAUSE:

1.--SOURCES OF FUNDING ARE DIMINISHING. IN THIS STATE ALONE THE INCREASE IN STATE APPROPRIATION HAS AMOUNTED TO ONLY HALF THE INFLATIONARY COSTS AND WITHIN A 12 MONTH PERIOD THERE HAVE BEEN TWO GUBERNATORIAL CALL-BACKS AMOUNTING TO ABOUT FOUR PERCENT FROM EACH COLLEGE IN THE STATE. THAT HAS MEANT FOR MANY RETRENCHMENT OF FACULTY AND STAFF, ELIMINATION OF PROGRAMS, UNFULFILLED HOPES FOR MEETING NEEDS IN MANY AREAS AND A CURTAILMENT OF ENROLLMENT DESPITE REAL GROWTH IN POPULATION. IN ORDER TO JUST KEEP WHAT WE HAVE, JOINT PLANNING AND IMPLEMENTATION WILL HAVE TO BE CONSIDERED.

2.--MANDATES FROM STATE OFFICIALS THAT WE SHALL COOPERATE HAVE BEEN ISSUED. IT HAS BEEN MADE CLEAR THAT COOPERATIVE EFFORTS BETWEEN INSTITUTIONS WILL RECEIVE FUNDING FROM THE STATE WHICH IMMEDIATELY

GETS OUR INTERESTS. WE MAY BE DUMB BUT WE'RE NOT STUPID! THE IMPORTANT PEPC COMMISSION INCLUDES THIS STATEMENT IN ITS FINAL REPORT!

"FLORIDA MUST DEVELOP WAYS TO ORGANIZE AND MANAGE ALL OF THE EDUCATIONAL RESOURCES TO MEET THE GREAT NUMBER OF DIVERSE NEEDS WITHIN REVENUE CONSTRAINTS. ASSUMING THE DISTINCTIVE ROLES FOR DIFFERENT EDUCATIONAL RESOURCES WILL BE DEVELOPED, FLORIDA MUST BUILD A STRUCTURE TO COORDINATE THESE VARIOUS RESOURCES BUILDING LINKAGES BETWEEN INSTITUTIONS, SYSTEMS, AND THE COMMUNITY."

3.--A THIRD INITIATIVE IS THAT WE CAN DO MORE COOPERATIVELY THAN WE CAN INDEPENDENTLY. IN THE TEXT <u>PATTERNS FOR LIFELONG LEARNING</u> BY HESBURGH ET AL, THE STATEMENT IS MADE THAT "IDEALLY, INSTITUTIONAL COOPERATION WILL REPLACE COMPETITION AND UNNECESSARY DUPLICATION AMONG PROGRAMS." IT DOES MAKE SENSE THAT THROUGH A SYMBIOTIC RELATIONSHIP WE CAN HAVE MORE TOGETHER THAN ANYONE OF US CAN HAVE ALONE. WE HAVE LEARNED THIS FROM ALL OF OUR OTHER ASSOCIATIONS. FOR INSTANCE IN A NATIONAL STUDY OF 173 COLLEGES DONE BY THE AACJC, IT WAS FOUND THAT AMONG ONLY 173 COLLEGES WHICH REPORTED, THERE WERE 10,000 COOPERATIVE ARRANGEMENTS SERVING OVER 1.5 MILLION PEOPLE. OF

COURSE, THESE INCLUDED COMMUNITY AGENCIES, ORGANIZATIONS, ETC. HOWEVER, IT INDICATES THE HIGH DEGREE OF ACCEPTANCE AND PRACTICE OF COOPERATION AMONG COMMUNITY COLLEGES. OUR OUTREACH IN PARTNERSHIP INCLUDES EMBRACING THE LEVELS OF EDUCATION WHICH FEED INTO OURS AND CERTAINLY SHOULD INCLUDE THOSE INSTITUTIONS INTO WHICH WE FEED OUR STUDENTS.

4.--THERE IS STILL ANOTHER REASON FOR OUR COOPERATION AND PERHAPS THE MOST IDEALISTIC. THERE EXISTS THE POTENTIAL FOR INCREASED CREATIVE PROGRAMS AND ACTIVITIES THROUGH COLLABORATION. THIS IS NO MORE TRUE THAN IN THE ACADEMIC AREA WHERE COLLEGES CONTRIBUTE FACULTY EXPERTISE IN CURRICULUM ACROSS THE INSTITUTION AND DEPARTMENT BARRIERS AS IS DONE BETWEEN SMITH COLLEGE AND HOLYOKE IN THE AREA OF HUMANITIES. ONE INSTITUTION ENJOYS THE ABILITY OF THE OTHER TO RETAIN AGNES DEMILLE ON A FACULTY LECTURE BASIS AND CONTRIBUTES IN-KIND TO MAKE AN ENRICHED ARTS PROGRAM. THIS GOES BEYOND THE FINANCIAL REWARDS OF COOPERATION--IT MAKES US LOOK AT WHAT CAN COME ABOUT AS A RESULT OF SHARING AND FUSING PROGRAMS, CREATIVELY.

DON MARTIN IN HIS ARTICLE ON ACADEMIC CONSORTIA ATTEMPTS TO CLASSIFY NATIONAL COOPERATIVE EFFORTS. HE STATES THERE ARE BASICALLY FOUR TYPES OF CONSORTIA--

--HETEROGENEOUS--GENERAL PURPOSE

--HETEROGENEOUS--SPEICAL PURPOSE

--HOMOGENEOUS--GENERAL PURPOSE

--HOMOGENEOUS--SPECIAL PURPOSE

HE STATES THAT "HETEROGENEOUS, GENERAL" IS ACCEPTABLE FOR COLLEGES WHICH ARE USUALLY PROXIMATE AND CAN CONSIDER SHARING ADMINISTRATIVE SERVICES SUCH AS AT THE FIVE COLLEGES, INC. BUT IS DIFFICULT FOR ACADEMIC SHARING. SCHOOLS WHICH HAVE ARTICULATION AGREEMENTS OR ADMINISTRATION CONSORTIA SUCH AS COMPUTER SHARING ARE IN THIS KIND OF CATEGORY WHERE THE INSTITUTIONS THEMSELVES HAVE DIFFERENT MISSIONS BUT HAVE GENERAL NEEDS.

"HETEROGENEOUS SPECIFICS" LEND THEMSELVES MAINLY TO ADMINISTRATIVE PROJECTS WHERE, ALTHOUGH ALL HAVE DIFFERENT MISSIONS, THERE IS A SPECIFIC PURPOSE TO BE MET SUCH AS THE NEW JERSEY MAINSTREAM INSERVICE PROJECT INVOLVING 50 LOCAL EDUCATIONAL AGENCIES IN A MODEL FOR TEACHER TRAINING.

"HOMOGENEOUS, GENERAL" CATEGORY IS USEFUL BY WIDELY DISPERSED COLLGES WHICH HAVE VARIED PROJECTS SUCH AS TITLE III OR THE INTERNATIONAL CONSOPTIA.

"HOMOGENEOUS, SPECIFIC," AGAIN USED BY COLLEGES WHICH ARE DISPERSED CAN CONSIDER A WIDE VARIETY OF PROJECTS, SUCH AS FACULTY COLLABORATION. THE GREAT LAKES COLLEGE ASSOCIATION IS AN EXAMPLE OF THIS WHERE 12 SMALL LIBERAL ARTS COLLEGES IN OHIO, INDIANA AND MICHIGAN JOINED IN A PROJECT TO INTEGRATE

Figure 1. Four Types of Consortia

	Special Purpose	General Purpose
Hetrogeneous membership (usually proximate)	Good primarily for administrative projects	Good for sharing administrative services; academic sharing difficult
Homogeneous membership (usually disperses)	Strong for wide variety of projects	Strong for wide variety of projects

The Academic Consortium: Limitations and Possibilities
Dan M. Martin, Educational Record, Winter 1981

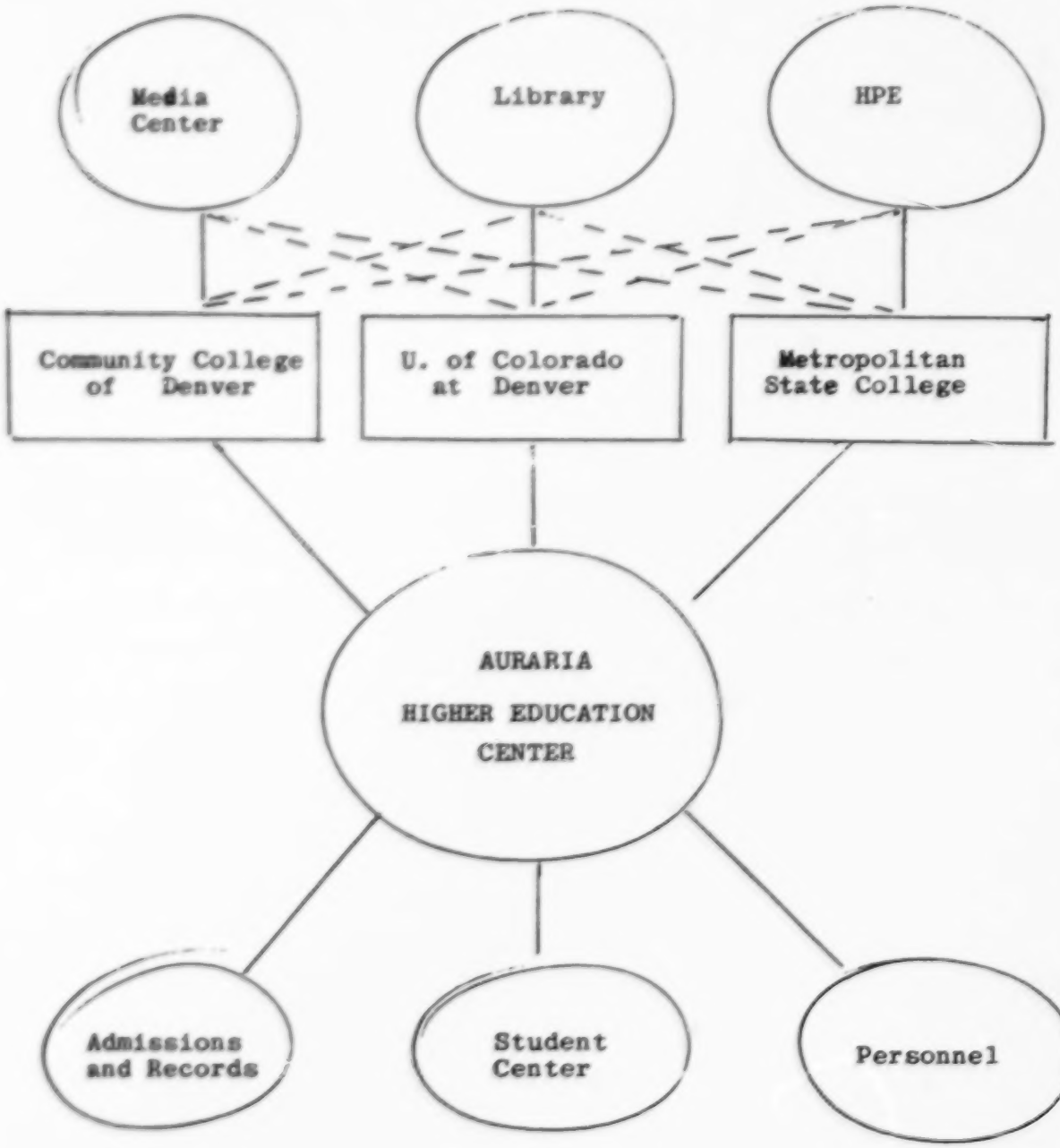
WOMEN'S STUDIES INTO THE CURRICULUM.

AS AND BEGAN TO LOOK AT MODELS FOR COOPERATIVE EFFORT, WE COULD NOT FIND ANY INSTITUTIONS WHICH WERE DOING EXACTLY WHAT WAS BEING PROPOSED, HOWEVER, WE DID DISCOVER SOME VERY INTERESTING ARRANGEMENTS NATIONALLY.

THE AURARIA COMPLEX IN DENVER WAS ONE OF THE MOST AMBITIOUS EFFORTS AND IS WORTHY OF SPECIAL CONSIDERATION. THREE HIGHER EDUCATIONAL INSTITUTIONS INCLUDING A PUBLIC UNIVERSITY, A PUBLIC STATE COLLEGE AND A COMMUNITY COLLEGE MADE THE DECISION TO MERGE THEIR RESOURCES. THE AURARIA HIGHER EDUCATION CENTER AS IT IS NAMED, INCLUDES THE COMMUNITY COLLEGE OF DENVER, METROPOLITAN STATE COLLEGE AND THE UNIVERSITY OF COLORADO AT DENVER.

IT WAS DECIDED THAT INDIVIDUAL INSTITUTIONS WOULD ADMINISTER VARIOUS ELEMENTS OF THE COLLEGE, FOR INSTANCE, THE MEDIA CENTER WAS UNDER THE CONTROL OF THE COMMUNITY COLLEGE, THE LIBRARY UNDER THE UNIVERSITY, THE HPE FACILITY UNDER THE STATE COLLEGE AND THE STUDENT CENTER ADMINISTERED BY THE AURARIA HIGHER EDUCATION CENTER, WHICH WAS THE CENTRAL BODY FOR THE COMPLEX.

SOME AREAS SUCH AS ADMISSIONS AND RECORDS AND COUNSELING OPERATED UNDER THREE SEPARATE PROGRAMS BUT ARE BEING BROUGHT UNDER THE DIRECTION OF ONE ADMINISTRATION. THE PERSONNEL ASPECTS ALSO WERE BROUGHT UNDER CENTRAL ADMINISTRATION TO AVOID CONFUSION AND DIFFICULTIES. EACH ASPECT AMONG THE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AURARIA HIGHER EDUCATION CENTER
Admissions and Records
Student Center
Personnel

AGENCIES SUCH AS SALARY, WORKING CONDITIONS, BENEFITS, AND PLACEMENT WERE DECIDED THROUGH A NEGOTIATION PROCESS UNDER THE UCD.

FUNDING FOR ONE COMPONENT, THE LIBRARY, IS FUNDED ON AN FTE BASIS FOR EACH INDIVIDUAL COLLEGE FUNDING FORMULA. THAT AMOUNT IS REMITTED TO UCD BY THE OTHER TWO INSTITUTIONS. IT IS ESSENTIALLY CONTRACTED SERVICE.

THE BENEFIT OF A JOINT LIBRARY INCLUDES--FOUR COMPUTER SYSTEMS INCLUDING MINI COMPUTERS FOR CIRCULATION, A DATA BASE SEARCH, AN ACCOUNTING SYSTEM, ABILITY TO RECEIVE THREE TITLE II GRANTS, AND A GENERALLY ENRICHED LIBRARY RESOURCE FOR STUDENTS. ALTHOUGH THE AURARIA MODEL IS A SPECIALIZED SITUATION, IT DOES GIVE SOME EXCELLENT GUIDELINES AND SUGGESTIONS.

AS PART OF OUR OVERVIEW OF COOPERATIVE EFFORTS, IT IS HELPFUL TO LOOK AT OURSELVES, AT WHAT IS ACTUALLY BEING ACCOMPLISHED IN THE STATE OF FLORIDA. I HAVE SURVEYED OUR COMMUNITY COLLEGE PRESIDENTS TO LEARN THE EXTENT OF COOPERATIVE EFFORTS WHICH EXIST...I DID NOT SURVEY THE UNIVERSITIES, SINCE WE WERE ONLY INTERESTED IN THE 2 PLUS 2 EFFORT BUT BY SURVEYING THE COMMUNITY COLLEGES, I HAD IN ESSENCE ALSO FOUND THE INFORMATION NEEDED CONCERNING THE UNIVERSITIES.

I WAS FRANKLY SURPRISED AT THE EXTENT OF OUR EFFORTS IN THIS DIRECTION. OF THE 23 COMMUNITY COLLEGES SURVEYED,

22 INDICATED THAT THEY HAD SOME KIND OF COOPERATIVE EFFORT. OF THOSE WHO HAD SOME COOPERATION, 16 HAD WRITTEN AGREEMENTS. BY AND LARGE THE COOPERATION WAS IN THE ACADEMIC AREA WITH OTHER RESPONSES INDICATING HIGH LEVELS OF ACTIVITY IN THE AREAS OF LEARNING RESOURCES, STUDENT ACTIVITIES, AND SHARED BUILDING SPACE.

WHEN GIVEN A CHOICE AS TO WHY THE INSTITUTION WAS INVOLVED IN COOPERATIVE EFFORTS THE GREATEST REASON FOR DOING SO GIVEN WAS INCREASED OPTIONS FOR STUDENTS, WITH SECOND AND THIRD CHOICES BEING COST EFFECTIVENESS AND ENCOURAGEMENT FROM STATE GOVERNMENT. ONE COLLEGE PRESIDENT EXPRESSED IT WELL BY SAYING THAT COOPERATION CAME ABOUT TO MAKE GOOD NEIGHBORS. THE KINDS OF COOPERATIVE EFFORT RANGED FROM EXTENSIVE COOPERATION OF INTERNATIONAL SCOPE TO CONVENIENT ARRANGEMENTS BETWEEN TWO COLLEGES WITH NO WRITTEN AGREEMENT. SOME COLLEGES COOPERATE WITH AS MANY AS FOUR OTHER INSTITUTIONS SUCH AS MANATEE JUNIOR COLLEGE AND BROWARD COMMUNITY COLLEGE. SANTA FE HAS A COOPERATIVE ARRANGEMENT WITH SUNY AT OSWEGO. EIGHT COLLEGES HAVE ARRANGEMENTS WITH PRIVATE COLLEGES AS WELL AS PUBLIC. SOME COOPERATIVE ARRANGEMENTS EXTENDED TO LARGER CONSORTIA OF NATIONAL AND INTERNATIONAL SCOPE SUCH AS INTERNATIONAL CCIS PROGRAM. SOME COOPERATION WAS REGIONAL BASED ON PROXIMITY AND WAS FORMALIZED SUCH AS THE SOUTHEAST FLORIDA CONSORTIA WHICH HAS AN EXCELLENT

BROCHURE DESCRIBING THE PROGRAM AND INSTITUTIONS AND THE EDUCATIONAL LINKAGE CONSORTIA IN THE TAMPA BAY AREA. SPECIFIC COOPERATIVE EFFORTS INCLUDE JOINT ROTC PROGRAMS, HIGH TECH LASER PROGRAM, AND JOINT CATALOGS.

IT IS INDICATED THAT MORE SHARING, NOT LESS, IS EXPECTED BY MANY OF THE STATE INSTITUTIONS. THE OPPORTUNITY FOR COLLEGES WHICH ARE IN CLOSE PROXIMITY TO OTHERS TO ENGAGE IN INTER-INSTITUTIONAL COOPERATION IS MUCH GREATER THAN THOSE WHO DO NOT ENJOY THIS ADVANTAGE, HOWEVER, IT IS OBVIOUS THAT PROXIMITY DOES NOT DETER COOPERATIVE EFFORTS AND THAT SOME COLLEGES HAVE REACHED OUT TO RESOURCES BEYOND THE LOCAL AREA AND THE STATE TO PROVIDE LINKAGES WHICH HAVE BENEFITED THE INSTITUTION.

SOME IMPORTANT CONSIDERATIONS WHICH HAVE APPEARED ON THE SUBJECT IN PUBLICATIONS, INTERVIEWS WITH INDIVIDUALS AND OUR OWN EXPERIENCE INCLUDE:

1. COMMITMENT MUST BEGIN AT THE TOP--THE BOARD AND CABINET.

2. ANY QUESTIONS OR PROBLEMS MUST BE RESOLVED TO THE BEST ADVANTAGE OF THE STUDENT REGARDLESS OF THE FALL-OUT IN OTHER AREAS. THE STUDENT IS FIRST!

3. COOPERATION DOES NOT NECESSARILY MEAN ECONOMIC SAVING--EACH WILL CONTINUE TO CONTRIBUTE, HOWEVER THE EFFORT WILL BE COST <u>EFFECTIVE</u>.

4. IF POSSIBLE THE COOPERATION SHOULD BE VOLUNTARILY SOUGHT OUT, NOT MANDATED FROM OTHER SOURCES.

5. CONSIDERATION SHOULD BE MADE OF THE TOTAL IMPACT ON THE INSTITUTION BY THE COOPERATIVE EFFORT RATHER THAN CONSIDERING ONLY SEPARATE ELEMENTS.

6. AGREEMENTS MUST BE SECURED IN WRITING BEFOREHAND AND ALL PARTIES, INCLUDING STAFF ATTORNEYS AND IMPLEMENTORS MUST HAVE KNOWLEDGE OF THE ARRANGEMENTS.

7. THERE SHOULD BE AN UNDERSTANDING THAT FOR MOST AGREEMENTS IN COOPERATION IT IS A LONG RANGE PROJECT AND THAT IT WOULD BE MOST DIFFICULT TO DISCONTINUE THE AGREEMENTS--I.E. THE SHELVING OF 20,000 VOLUMES AT ECC FROM THE USF COLLECTION WAS AMONUMENTAL TASK AND WHICH COULD NOT BE "UNDONE" EASILY.

8. PLANNING FOR COOPERATIVE EFFORT SHOULD BE GIVEN TOP PRIORITY WITH LEAD TIME TO APPROPRIATELY ANTICIPATE ALL ASPECTS OF THE UNION.

9. INVOLVEMENT OF ALL STAFFERS, LEADERS AND IMPLEMENTORS IS NECESSARY TO THE SUCCESS OF ANY PROGRAM TO INSURE COMMITMENT, WORKABILITY AND CREATIVITY.

10. COOPERATIVE EFFORT SHOULD BE VIEWED AS AN ULTIMATE IN ENRICHMENT FOR STUDENTS, GIVING THEM MORE THAN ANY SINGULAR INSTITUTIONAL EFFORT COULD GIVE THEM.

THE WAY HAS BEEN PAVED FOR COOPERATIVE EFFORTS, INTERNATIONALLY, NATIONALLY, AND LOCALLY. WE HOPE THAT THROUGH OUR DISCUSSIONS TODAY, YOU MIGHT FIND EVEN BETTER METHODS OF SHARING AND A COMMITMENT TO USE ALL OUR RESOURCES BETTER TOGETHER THAN WE CAN SEPARATELY.

Name of Institution	Agreements With.....
Brevard	FIT, UCF
Broward	FAU, M/D, FL.Intl., Nova
Central	USF, Stetson
Daytona	Emory, Stetson, Bethune
Edison	USF, St.Pete, M/D, Manatee
Fl. Keys	FIU, St. Leo
Fl.Jr. College at Jax.	UNF, Jax., Waters College
Gulf Coast	FSU
Hillsborough	USF, U.of Tampa, Tampa College
Indian River	Fl. Atlantic
Manatee	Edison, Polk, St. Pete,Hillsborough
North Florida	FSU, FAMU, TCC, Lively
OWJC	U of WF
Palm Beach	Fl. Atlantic
Pasco-Hernando	USF, St. Leo
Polk	USF, Hillsborough, St. Pete
St. Johns	U of North Florida
Santa Fe	U of Fl., SUNY at Oswego
Seminole	Rollins, Stetson, Valencia, UCF
Valencia	UCF, LRC (SOLINET) Inter-Library Loan
Chipola	FSU, FAMU

ERIC CLEARINGHOUSE
FOR JUNIOR COLLEGES
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